

# MARINE CORPS LOGISTICS COMMAND

## STRATEGIC PLAN

FY 2004 – FY 2009





**UNITED STATES MARINE CORPS**  
MARINE CORPS LOGISTICS COMMAND  
814 RADFORD BOULEVARD  
ALBANY, GEORGIA 31704-0301

From: Commanding General

Subj: STRATEGIC PLAN FY 2004 – FY 2009

1. The Marine Corps Logistics Command (LOGCOM) has supported our operating forces during Operation Iraqi Freedom, while simultaneously standing up a new organization on 8 May 2003. Along with the newly established Command came a recently defined “excellence in warfighting” campaign with a critical focus on “operational relevance” – the right thing, at the right place, at the right time.
2. The focus of our efforts is to maximize our resources to ensure we engage and prevail over the challenges of the future, performing our support role to successfully enable Expeditionary Maneuver Warfare. This plan must be relevant as a living document to every employee of the Command. We will continue to remain resilient and ready to face and accept the challenges to achieve our vision of being the preferred provider of supply chain management, collaborative maintenance management, and strategic prepositioning to the Marine Corps, other Services, and Agencies.
3. Our main strength is our people. Through collaboration our people can take advantage of our capabilities and integration of technology to enhance our operational relevance. As we set out to achieve these strategic objectives, the organization may require slight modifications, but the result will be more effective and efficient processes to ensure we earn the trust and confidence of our customers by providing the highest quality products at the best value – by being “operationally relevant.”
4. We must know our customers, understand their needs, and meet those needs in a proactive manner, providing the same level and type of support in peacetime as we do during contingency operations. We should “fight as we train and train as we fight.” We will develop and provide a LOGCOM presence with a strong reachback capability residing within each Marine Expeditionary Force (MEF) and the Marine Forces Reserve (MARFORRES). We will ensure collaboration, both internally and externally, to continuously improve our ability to provide logistical support. We will learn from the observations made during recent operations and will engage in business process re-engineering to improve and enhance our capabilities, to include leveraging the tremendous advances made in the world of information technology. We will partner with other Services, Agencies, and the private sector, to take full advantage of achievements made in logistics. We promise to deliver and will deliver what we promise.
5. This Strategic Plan is a living document to guide our primary actions, especially as it cascades down to each individual. The focus is on obtaining the information we need to be relevant to our customers. The Strategic Plan provides most of the information necessary to guide daily actions. This was assembled with consensus of our major subordinate commanders and senior staffs. The plan is the centerpiece around which all else revolves. We will adjust the plan accordingly based on analysis and feedback from the trends.
6. Though this Strategic Plan covers a five-year period, we do have a near-term focus to make significant strides towards accomplishing some of our goals within the next 12 to 24 months. We accept the challenge of ensuring our “operational relevance” and will strive to contribute toward the high mark of “excellence in warfighting.”

  
H. MASHBURN, JR.

## **MISSION**

**Provide worldwide integrated logistics/supply chain and distribution management; depot level maintenance management; and strategic prepositioning capability in support of the Operating Forces and other supported units to maximize their readiness and sustainability and to support Enterprise-Level and Program-Level Total Life Cycle Management (TLCM).**

## **VISION**

**MARCORLOGCOM will be the preferred provider of supply chain management, collaborative maintenance management, and strategic prepositioning to the Marine Corps and other Services and Agencies.**

## **CORE COMPETENCIES**

**Integrated Supply Chain and Distribution Management:** The activity of planning, organizing, directing, coordinating, controlling and evaluating the application of resources to ensure the effective and economical supply chain and distribution support of the customer.

**Maintenance Management:** The activity of planning, scheduling, material forecasting, and sourcing all depot level secondary reparable and principal end items. Depot maintenance operations and performance are effectively monitored with optimal and available resources managed to meet maintenance demands.

**Prepositioning:** The activity of acquiring and maintaining strategically prepositioned contingency support equipment and sustainment supplies for Maritime Prepositioning Ships (MPS) and Norway Geo-Prepositioning. The Marine Corps' single source expertise for MEF Commanders, Combatant Commanders and other DoD and federal agencies for maritime prepositioning planning, deployment, employment and constitution.

## **AREAS OF CONCENTRATION (THEMES)**

**Enhance Our Focus on the Operating Forces:** This area includes institutionalizing a Logistics Operations Center (LOC) that provides a one-stop service center for our total force, establishing deployable support teams and a LOGCOM presence in support of each MEF and its supporting 5<sup>th</sup> element. It also provides for improved operations planning and increased participation in exercises and contingencies.

**Enhance Enterprise Logistics Integration:** This area supports the integration of all aspects of logistics. Enterprise integration is process oriented; e.g., managing and integrating logistical Information Technology (IT) operational architecture and systems configuration, controlling Contractor Logistics Support (CLS), managing and understanding logistical footprint and autonomic logistics prognostics and integrating maintenance concepts.

**Enhance our Maintenance Centers, Enhance our Support for Prepositioning, and Develop a Logistics Chain Team:** This area focuses on continuing to position our Maintenance Centers for continued success and relevance at best value, while closely coordinating with Marine Corps Combat Development Center (MCCDC), Marine Corps Systems Command (SYSCOM), and other advocates as necessary to ensure total life cycle considerations are planned early in the requirements and acquisition process. Additionally, we will look at rescoping the mission of Blount Island Command (BICmd) to maximize its potential in support of Maritime Prepositioning Force (Future) (MPF(F)), seabasing, strategic sustainment, public-private partnering, jointness and redefining the Norway Geo-Prepositioning Management program. We will also develop a logistics chain team devoted to maximizing the effectiveness and efficiency of the enterprise logistics processes.

**Enhance Logistics Chain and Marine Air-Ground Task Force (MAGTF) Integration:** This area supports LOGCOM becoming the end-to-end logistics chain manager and the Materiel Manager for the Marine Corps and will focus on significantly increasing reliability (overhaul/IROAN), robustness, and predictability of materials from production to consumption. Additionally, we will enhance our relationship with our customers through improved, proactive, and relevant communication and collaboration.

## **ALIGNMENT**

LOGCOM is ensuring alignment with various overarching strategies, including the United States Marine Corps Logistics Campaign Plan 2003 – 2005, the USMC Depot Level Maintenance Strategic Plan, the USMC Safety Campaign Plan 2002 and the Civilian Workforce Campaign Plan 2002-2007.

## **PERSPECTIVES AND THE STRATEGY MAP**

This Strategic Plan uses the Balanced Scorecard performance management framework to help put our strategy squarely at the center of key management processes and systems, while ensuring a “balance” within the organization. We have identified desired performance objectives within the following “perspectives” and have assigned owners to each of the four areas:

- ❑ Customer/Warfighter (PP&O)
- ❑ Internal Processes (PP&O)
- ❑ Learning and Growth (Manpower)
- ❑ Financial (P&R)

The Strategy Map is a graphical depiction of the cause-and-effect linkages of strategic objectives across the four perspectives. The intent of the Strategy Map is to enable Command personnel, customers, and other agencies to understand and relate to our strategy in an integrated, cohesive and systematic way. The Strategy Map is located at the end of the Strategic Plan.

## **1.0 CUSTOMER / WARFIGHTER PERSPECTIVE**

The theme for the Customer / Warfighter perspective is to **enhance our focus on the Operating Forces** by eliminating customer sacrifice and bearing the logistics support burden, thus allowing the Operating Forces to perform their warfighting mission.

As part of our ongoing efforts to improve support to our customers, we will increase our throughput to attain, sustain, and constitute the quantities of materiel required to sustain operations. This will result in increased operational availability, as well as improved readiness of weapon systems and of the total force. Additionally, LOGCOM will identify forward deployed liaison teams in support of daily operations and exercises where the supply chain ends – at the customer. This initiative will provide a LOGCOM presence located with the Operating Forces that will have a well defined reachback capability to address the customers' needs with immediate and focused attention.

### **OBJECTIVES:**

- 1.1.1 LOGCOM will improve our ability to provide the right product, in the right quantity, in the right condition and packaging, at the right cost, to the right place at the right time by improving our perfect order fulfillment rate.
- 1.2.1 LOGCOM will improve our ability to provide flexible solutions that allow us to shift priorities quickly, efficiently, and effectively in response to continually changing customer needs by reducing the total supply chain cycle time.
- 1.2.2 LOGCOM will improve our ability to provide flexible solutions that allow us to shift priorities quickly, efficiently, and effectively in response to continually changing customer needs by achieving 100% completion of related POA&M critical path tasks on the schedule.
- 1.3.1 LOGCOM will improve our supply, maintenance, and distribution functions impact on readiness and increase our productivity in order to attain, sustain, and constitute the quantities of materiel required to sustain operations by ensuring the Repair (R) rating for MPB managed Secondary Depot Repairable items is greater than 85%.
- 1.3.2 LOGCOM will improve our supply, maintenance, and distribution functions impact on readiness and increase our productivity in order to attain, sustain, and constitute the quantities of materiel required to sustain operations by ensuring the Supply (S) rating for Principal End Items is greater than 85%.
- 1.4.1 LOGCOM will provide best value by ensuring the right mix of cost and performance is achieved in a timely manner, while meeting the needs of the customer.

## **2.0 INTERNAL PROCESSES PERSPECTIVE**

The themes for the internal processes perspective are to **enhance enterprise logistics integration, our Maintenance Centers and repositioning, as well as to develop a logistics chain team and to focus on the logistics chain and MAGTF integration.** By focusing LOGCOM's efforts on these overarching themes, we will significantly improve our ability to provide agile logistics support to the Operating Forces and enable the integration of the operations and logistics perspectives. As a result, several areas will be addressed through planned initiatives, including enhanced planning and forecasting, improved materiel management, and the implementation of best business practices throughout the core competency and supporting areas. Our organization will be aligned to enhance the performance and visibility of the logistics chain from end-to-end, while leveraging technology that will most effectively enable and improve our support to customers. (Technology, in this case, is not limited to Information Technology (IT), but also includes other areas such as communications/telecommunications, industrial equipment, warehouse modernization efforts, infrastructure, and the Maintenance Centers.) We will capitalize on existing and future knowledge bases to provide better insight into the logistics processes and assist us in making more effective decisions. Additionally, we will achieve improvements in the Small Business Program performance through implementation of the LOGCOM Small Business Improvement Plan.

### **OBJECTIVES:**

- 2.1.1 LOGCOM will enhance our support for logistics planning and future requirements forecasting by decreasing the number of changes to the Master Work Schedule.
- 2.1.2 LOGCOM will enhance planning in support of Combatant Commander's Operation Plans (OPLANS) and exercises by increasing the number of OPLANS we participate in.
- 2.2.1 LOGCOM will provide the ability to plan the logistics chain based on data that is of uniform and consistent structure within an accessible repository by completing 80% of the Global Combat Support System - Marine Corps (GCSS-MC) Plan of Action and Milestones (POA&M) critical path tasks on the schedule. This information will provide rapid, flexible decision support, total asset visibility and effective planning capability across the enterprise and an enhanced ability to execute life cycle management.
- 2.3.1 LOGCOM will meet customer demand by ensuring the proper internal processes and procedures are in place to meet internal schedules 100% of the time.
- 2.3.2 LOGCOM will meet customer demand by ensuring the proper internal processes and procedures are in place to control the Procurement Lead Time (PLT).
- 2.3.3 LOGCOM will meet customer demand by ensuring the proper internal processes and procedures are in place to reduce the number of items on backorder for 3 or more working days to 15%.

- 2.3.4 LOGCOM will meet customer demand by ensuring the proper internal processes and procedures are in place to ensure embark dates are met 80% of the time.
- 2.4.1 LOGCOM will implement “best practices” within the daily operations and production of output, where they can become an enabler toward ensuring services are provided with a focus on quality by such initiatives as reducing the number of deficient new items.
- 2.4.2 LOGCOM will implement “best practices” within the daily operations and production of output, while ensuring services are provided with a focus on quality by reducing the percentage of rework.
- 2.5.1 LOGCOM will meet customer expectations regarding costs by ensuring actual costs do not exceed planned costs 95% of the time.
- 2.6.1 LOGCOM will improve its processes in the areas of installation logistics support, sustainment and recapitalization of installation facilities by ensuring a C2 or higher Commanding Officer Readiness Reporting System (CORRS) rating for facilities.
- 2.6.2 LOGCOM will improve its processes in the areas of installation logistics support, sustainment and recapitalization of installation facilities by investing a minimum of 4% of the current replacement value into maintenance and upkeep of facilities.
- 2.6.3 LOGCOM will ensure the reliability, availability and integrity of information and information systems.
- 2.7.1 LOGCOM will develop a plan to significantly increase end-to-end reliability, robustness, and predictability of materials from the point of production to the point of consumption by completing 100% of the related POA&M critical path tasks on schedule.
- 2.8.1 LOGCOM will enhance the relationship with our customers through improved, proactive, and relevant communication and collaboration using multiple channels.

### **3.0 LEARNING AND GROWTH PERSPECTIVE**

Our people are one of the primary foundations of this organization. Without their dedicated engagement, we would be unable to succeed. It is imperative that we invest in our workforce through continuous development and that we actively recruit and retain quality Marines and civilian Marines. We must ensure we cultivate an environment that fosters innovative ideas and we effectively manage the ever changing workplace.

#### **OBJECTIVES:**

- 3.1.1 LOGCOM will create a safety awareness that transcends the work place by understanding the costs associated with unsafe activities in order to reduce the number of reported mishaps by 3% or greater from the same reporting period of the previous year.
- 3.1.2 LOGCOM will create a safety awareness that transcends the work place by understanding the costs associated with unsafe activities in order to reducing to zero the number of repeat findings per inspection.
- 3.2.1 LOGCOM will develop strategies designed to attract, acquire, develop and retain a quality workforce by achieving an average composite score of 80 or higher for bargaining unit applicants, based on the scoring guide provided in the Commanding General (CG) Policy Statement 4-96.
- 3.2.2 LOGCOM will target investment in people by completing as much as 80% or more of the Individual Development Plan identified training and development based on the total population.
- 3.2.3 LOGCOM will target investment in people by ensuring 80% or more of the workforce has established Individual Development Plans.
- 3.3.1 LOGCOM will monitor the satisfaction climate of the workforce in an effort to provide a physical and emotional work environment and culture that makes people want to become a part of this Command.
- 3.4.1 LOGCOM will promote an environment for Marines and Sailors that causes 80% or more of them to choose to remain on active duty after their tour at LOGCOM.

## **4.0 FINANCIAL PERSPECTIVE**

Adequate funding correctly aligned with initiatives to accomplish our mission is another fundamental part of an effective organization. These objectives will help us balance resources with requirements while achieving our strategic vision.

### **OBJECTIVES:**

- 4.1.1 LOGCOM will improve our financial credibility by following ethical accounting standards and by completing 100% of the critical path tasks on the Qualified Audit Working Capital Fund POA&M on schedule.
- 4.2.1 LOGCOM will increase Marine Corps funding streams to provide for growing and broadening our business base by ensuring 70% of our programs are “model based.”
- 4.2.2 LOGCOM will improve upon non-Marine Corps funding streams by increasing the revenue generated from other than Marine Corps sources, which in turn will help to lower fixed costs.
- 4.3.1 LOGCOM will balance our resource posture with our strategic requirements by ensuring 80% or more of our strategic initiatives are funded.
- 4.4.1 LOGCOM will plan and finance our capital outlays for the purchase of new equipment, plant facilities, and infrastructure, to maximize return on investment (ROI) by ensuring a 20% actual ROI over a 5-year period.

## **ACRONYMS AND DEFINITIONS**

<b>5<sup>th</sup> Element</b>	Supporting establishment to the MAGTF, to include Bases and Stations. They provide the means by which we develop, train, and maintain a modern force and they support the quality of life of our Marines and their families.
<b>BICmd</b>	Blount Island Command
<b>CG</b>	Commanding General
<b>CLS</b>	Contractor Logistics Support
<b>CORRS</b>	Commanding Officer Readiness Reporting System
<b>CORRS C-Ratings</b>	C1: Ready for all missions, having only minor deficiencies with negligible impact on capability to perform required facility missions. C2: Ready for bulk of missions, having some deficiencies with limited impact on capability to perform required facility missions. C3: Ready for some portions of missions, having significant deficiencies that prevent performing some facility missions. C4: Not ready for missions, having major deficiencies that preclude satisfactory accomplishment of facility missions.
<b>GCSS-MC</b>	Global Combat Support System - Marine Corps
<b>IT</b>	Information Technology
<b>MAGTF</b>	Marine Air-Ground Task Force
<b>MARFORRES</b>	Marine Forces Reserve
<b>MCCDC</b>	Marine Corps Combat Development Command
<b>MEF</b>	Marine Expeditionary Force
<b>MPF(F)</b>	Maritime Prepositioning Force (Future)
<b>MPS</b>	Maritime Prepositioning Ships
<b>OPLAN</b>	Operation Plan

<b>PLT</b>	Procurement Lead Time
<b>POA&amp;M</b>	Plan of Action and Milestones
<b>PP&amp;O</b>	Plans, Policy and Operations
<b>P&amp;R</b>	Programs and Resources
<b>ROI</b>	Return on Investment
<b>SYSCOM</b>	Marine Corps Systems Command

**LOGCOM**



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**Mission:** Provide worldwide integrated logistics/supply chain and distribution management; depot level maintenance management; and strategic prepositioning capability to the operating forces and other supported units to maximize their readiness and sustainability and to support Enterprise-Level and Program-Level Total Life Cycle Management (TLCM).

Customer/ Warfighter

Enhance our Focus on the Operating Forces



Internal Process

Enhance Logistics Enterprise Integration



Enhance Maintenance Centers - Enhance Prepositioning - Develop Logistics Chain Team



Enhance Logistics Chain and MAGTF Integration



Learning & Growth



Financial

